

COMMISSIONED OFFICERS' EFFECTIVENESS REPORTRefer to Commissioned Corps Personnel Manual
Subchapter CC25.1**PLEASE READ PRIVACY ACT STATEMENT on last page before completing this form.**
INSTRUCTIONS FOR FILLING OUT THE COMMISSIONED OFFICERS' EFFECTIVENESS REPORT

The Commissioned Officers' Effectiveness Report (COER) is the official mechanism for reporting an officer's performance, and is a critical part of the commissioned personnel system. This report is fully compatible with and supplements established work planning procedures. It is expected that an officer's success in meeting a work plan has already been reviewed and information collected regarding specific aspects of the officer's performance. The COER has four major purposes:

1. To provide a formal framework for informing the officer and corps management of the supervisor's assessment of the officer's performance and goals.
2. To provide information to boards and retention decisions.
3. To inform those who may need an officer's services of the strengths and weaknesses which that officer has shown.
4. To permit more effective planning for training and assignments to assure that officers reach their maximum potential.

The rating system is designed to reflect the range of possible strengths and weaknesses. Very few officers should receive ratings which are uniform across all items. Both in fairness to the officer and in fairness to the corps, it is important to identify the weaknesses of excellent officers and the strengths of weak officers. Be sure to specify the rating period in Section I and to rate officers on performance only for this period.

Although the items have explanations for each rating level, raters should consider the following guidelines carefully:

- A. This level indicates seriously impaired performance.
- B. This level indicates a weakness which may require counseling.
- C. This level indicates fully acceptable performance.
- D. This level indicates above average performance.
- E. This level indicates outstanding performance.

Narrative comments are encouraged for all ratings and are required for "A" and "E" ratings.

SECTION I -- TO BE FILLED OUT BY OFFICER REPORTED ON

NAME (Last) (First) (Middle initial)			PHS Serial No. _____ SSN: _____		Type of Report 1. Annual 2. 3-yr. File Review 3. Other If "Other," specify reason: _____		
Station During Period Covered by Report	OPDIV 1. OS	4. ATSDR 5. FDA	8. AHCPR 9. NIH	12. CG 13. BOP	Date Reported To Station (Mo. and Yr.) ____	Date of this COER (Mo. and Yr.) ____	
Period Covered by Report	2. SAMHSA	6. HRSA	10. CDC	14. EPA			
	3. IHS	7. HCFA	11. PSC	15. Other: _____			
Present Position/Billet Title	Category		Temporary Grade	Date Submitted to Supervisor Mo. Day Yea ____			

Describe your duties, accomplishments, and goals for future assignments. Try to be brief, but you may use attachment. It is recommended that attachment not exceed one page.

SECTION II -- TO BE FILLED OUT BY OFFICER'S SUPERVISOR (RATER)*Please type or print legibly in black pen only*

Are you the officer's supervisor?	How long have you supervised this officer?
1. YES If "NO," explain your relationship to the officer and why you are doing the rating:	_____ Years _____ Months
2. NO	Are you the only supervisor of this officer? Yes No
	If "No" have comments of other supervisors been considered? Yes No

NAME/TITLE SUPERVISOR:

SUPERVISOR'S SIGNATURE:	SUPERVISOR'S PHS SERIAL NO. (if commissioned officer):	SUPERVISOR'S TELEPHONE NUMBER:
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SECTION III -- TO BE FILLED OUT BY OFFICER'S SUPERVISOR*NOTE: Comments are required for all "A" and "E" responses.*

TOPICS/RATINGS	COMMENTS
1. QUANTITY OF WORK: A. Consistently produces less than is expected. B. Sometimes falls below productivity standards. C. Meets standards consistently. D. Usually exceeds standards of productivity. E. Exceptionally productive; accomplishes far more than is expected.	
2. QUALITY OF WORK: A. Regularly produces work which does not meet standards of quality. B. Occasionally produces work which does not meet standards. C. Produces work that consistently meets standards. D. Produces above average work. E. Consistently produces exceptional work.	
3. PUNCTUALITY OF WORK: A. Regularly misses deadlines. B. Is sometimes behind schedule. C. Is consistently on time with assigned work. D. Can be relied upon to meet all deadlines and is sometimes ahead of schedule. E. Is exceptionally prompt and usually ahead of schedule.	
4. INITIATIVE, CREATIVITY, AND JUDGMENT: A. Often fails to take obviously necessary actions or takes wrong ones. B. Sometimes fails to take steps that would solve or head off usual problems. C. Deals effectively with usual problems and challenges. D. Moves creatively to meet program objectives and solve somewhat unusual problems. E. Consistently recognizes and solves unusual problems in innovative ways.	
5. PLANNING AND ORGANIZING: A. Needs continual supervision to determine priorities, resource needs, and time to be allotted for even routine tasks. B. Sometimes is lax in determining and adhering to priorities, available resources, and schedules. C. Sets and adheres to priorities, available resources, and schedules under most circumstances. D. Skilled planner and organizer. Grasps problems well and works out overall and detailed solutions. E. Exceptionally skilled in planning and organizing.	
6. ABILITY TO ANALYZE PROBLEMS: A. Often asks questions or presents solutions that evidence a lack of understanding of routine matters. B. Sometimes asks questions or presents solutions which complicate the management of routine problems. C. Almost always evidences understanding of routine and many more complex matters. D. Usually understands and presents good solutions to new and particularly difficult problems. E. Is a person to whom others look for creative and thorough analyses of the most difficult problems.	
7. SUPERVISORY SKILLS: A. Supervision frequency causes problems which requires intervention. B. Supervisory decisions sometimes complicates management problems. C. Handles most supervisory problems without difficulty. D. Resolves supervisory problems and improves employee's performance. E. Solves even difficult problems and gets the most out of all employees supervised. F. Officer has no supervisory responsibility.	
8. ABILITY TO WORK WITH OTHERS: A. Is not effective when work requires cooperative efforts. B. Performance is sometimes impaired if it requires working with others. C. Satisfactorily achieves objectives when working with others is required. D. Is able to cooperate with others in a manner that helps produce better work than any one member of the group could produce. E. Works with others in ways which maximize the contributions of each person and consistently produces excellent results.	
9. ABILITY TO EXPRESS SELF VERBALLY AND IN WRITING: A. Routine material is misunderstood and fails to obtain the desired response. B. Failure to communicate clearly sometimes causes problems. C. Communication failures rarely cause problems. D. Gets message across even when material is complex. E. Expresses complex and controversial material in such a lucid and persuasive way that achievement of objectives is materially aided.	

SECTION III -- TO BE FILLED OUT BY OFFICER'S SUPERVISOR*NOTE: Comments are required for all "A" and "E" responses.*

TOPICS/RATINGS	COMMENTS
10. PROFESSIONAL SKILLS IN PRESENT ACTIVITY: A. Cannot be trusted in situations when professional judgment is required. B. Sometimes makes professional judgments that are not supportable. C. Consistently makes professional judgements that are supportable. D. Is looked to by others for professional advice. E. Is recognized outside his/her program as an expert.	
11. RESPONSIVENESS TO SUPERVISION: A. Usually rejects supervisory guidance without considering its merits. B. Sometimes rejects supervisory guidance without considering its merits. C. Usually considers supervisory guidance carefully and is able to apply it. D. Works with supervisory guidance constructively. E. Seeks supervisory guidance appropriately and implements creatively.	
12. RESPONSE TO CRISES: A. Performance is ineffective in crises. B. Performance is somewhat less effective in crises. C. Performance is effective in crises. D. Rises to the occasion in crises. E. Emerges as a superior performer and leader in crises. F. No observation during rating period.	
13. GROWTH IN SKILLS DURING RATING PERIOD: A. Skills have deteriorated. B. Has shown little, if any growth in skills. C. Has shown steady growth in skills. D. Has shown much more growth in skills than most of his/her peers. E. Has progressed more rapidly than most of his/her peers. F. Rater has not known officer long enough to judge this ability. (Use this only if you have supervised officer less than 6 months)	
14. COMMITMENT TO PROGRAM GOALS: A. Exclusively puts own welfare or advancement ahead of program. B. Frequently puts personal concerns ahead of program. C. Is generally able to balance personal and program concerns. D. Has worked out a balance between personal and work responsibilities. Allows satisfactory resolution of almost all conflicts. E. Integrates personal and program interests so that conflicts rarely arise.	
15. MANAGERIAL RESPONSIBILITY: With respect to officer's managerial responsibilities, develops and implements systems and procedures to exercise overall management of the organization. Common goals are increased efficiency, quality service, cost reduction and timeliness of actions. A. Regularly fails. B. Occasionally fails. C. Is fully satisfactory. D. Usually exceeds. E. Is of an exceptional nature. F. Officer has no managerial responsibilities.	
16. WEARING OF THE PHS UNIFORM: A. Never conforms. B. Wears uniform less often than required or wears uniform inappropriately. C. Wears appropriate uniform as required. D. Wears appropriate uniform more frequently than required. E. Wears uniform daily with pride and distinction.	

SECTION III -- TO BE FILLED OUT BY OFFICER'S SUPERVISOR*NOTE: Comments are required for all "A" and "E" responses.*

TOPICS/RATINGS	COMMENTS
17. EQUAL EMPLOYMENT OPPORTUNITY: Supports DHHS Equal Employment Opportunity Program and adheres to Operating Division EEO standards by taking supervisory and administrative actions which ensure equal treatment of employees. Facilitates and enhances the recruitment, career development, and advancement opportunities for minorities, women, and persons with disabilities. A. Regularly fails. B. Occasionally fails. C. Is fully satisfactory. D. Usually exceeds. E. Is of an exceptional nature. F. Officer is neither manager nor supervisor.	
18. OVERALL JOB PERFORMANCE: This rating should <i>not</i> be an average of items above. It should reflect actual effectiveness in the job which this officer is doing. This rating should be consistent with the officer's performance under his/her work plan. A. Inadequate. This officer is a hindrance rather than an asset. B. Marginal. This officer is sometimes less effective than can be reasonably expected. C. Competent. This officer is fully effective in performing his/her job. D. Well above average. This officer has made a significant contribution and has enhanced the position he/she holds. E. Exceptional. This officer's performance is far better than can be reasonably expected and has brought credit on the officer and the organization.	

SECTION IV -- SIGNATURE OF OFFICER AND REVIEWING OFFICIAL*Please type or print legibly in black pen.*

1. TO BE FILLED OUT BY OFFICER BEING RATED: I have read this evaluation and had an opportunity to discuss it and have retained a copy. A. I concur with this evaluation. B. I disagree with this evaluation, comments are attached.	NOTE: Before signing, make certain that your supervisor has provided comments for all "A" and "E" level ratings. Signature of Rated Officer _____ Date _____
2. TO BE FILLED OUT BY REVIEWING OFFICIAL: <i>I HAVE READ THIS EVALUATION.</i> A. I concur with this evaluation in all respects. B. Although this evaluation is reasonable, this rater is a somewhat more demanding rater than most. C. Although this evaluation is reasonable, this rater is a somewhat less demanding rater than most. D. I disagree with this evaluation in the following ways:	Comments: _____ <i>IF ANY REVIEWING OFFICIAL DOES NOT CONCUR FULLY, IT IS HIS/HER RESPONSIBILITY TO PROVIDE THE RATED OFFICER WITH A COPY REFLECTING THE NON-CONCURRING COMMENTS.</i>

NAME/TITLE REVIEWING OFFICIAL (*please print*) _____*Are you the rater's immediate supervisor?*

A. YES B. NO If not, what is your relation to the rater and why are you the reviewer? _____

SIGNATURE OF REVIEWING OFFICIAL _____

REVIEWING OFFICIAL'S TELEPHONE NUMBER _____

**Privacy Act Statement for Form PHS-838,
"Commissioned Officers' Effectiveness Report"**

General: This statement is provided pursuant to the Privacy Act of 1974 (P.L. 93-579).**Authority for Collection or Information:** Our authority to collect this information is 42 U.S.C. 202 et seq. (PHS Act Sec 201 et seq.); and Executive Order 9397, "Numbering System for Federal Accounts Relating to Individual Persons."**Records System:** 09-37-0002, "PHS Commissioned Corps General Personnel Records," HHS/OASH/OSG.**Principal Purpose and Routine Uses:** The information you provide in Section I of this form will be used to identify you, your present assignment, and your future assignment interests. The remainder of the form will be completed by others who will document your proficiencies, assignments, and duties. This information enables us to assess your strengths, to evaluate and take actions to improve your performance, and to identify the steps necessary to further your professional growth and career development. Evaluations obtained on this form may be employed in various personnel actions such as promotion, assimilation, and assignment. This information will be used only as necessary in personnel administration processes carried out in accordance with established regulations and published notices of systems of records. Copies of these systems of records may be obtained by contacting me office to which you submit this form.**Information Regarding Disclosure of Your Social Security Number (SSN):** Disclosure of your SSN is mandatory under provisions of Executive Order 9397 to obtain benefits and services as a commissioned officer. Your SSN is also used to distinguish your record from those of commissioned officers who may have similar names and dates of birth.**Effects of Non-Disclosure:** You must disclose your SSN as explained above. If you do not provide the information requested on this form, commissioned corps boards will not have information about your current assignment and future interests, and therefore, cannot consider these things when reviewing your qualifications for promotion and other actions.